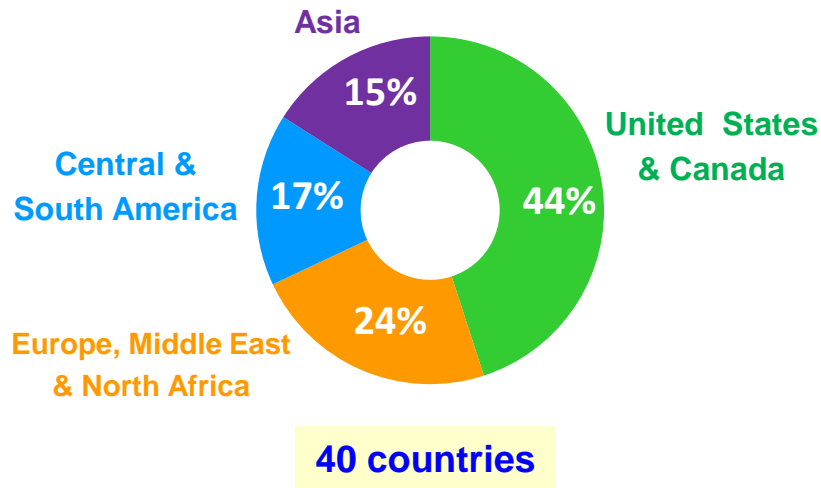**CROWN**
Brand-Building Packaging™

Crown Holdings, Inc.
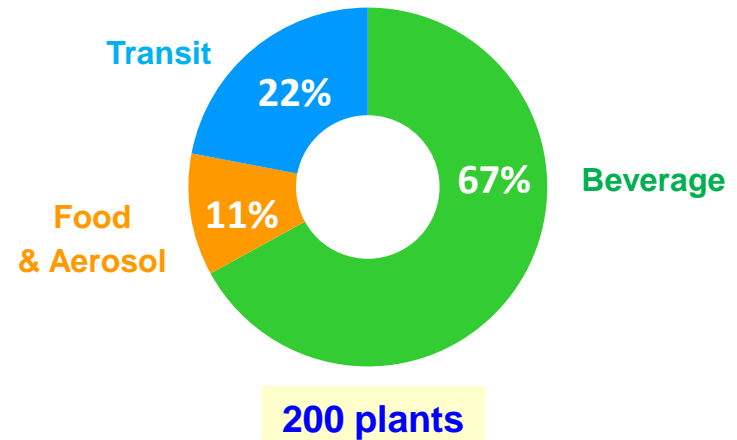Annual Meeting
of Shareholders

April 28, 2022

➢ *Except for historical information, all other information in this presentation consists of forward-looking statements within the meaning of federal securities law. These forward-looking statements involve a number of risks, uncertainties and other factors, that may cause actual results to be materially different from those expressed or implied in the forward-looking statements. Important factors that could cause the statements made in this press release or the actual results of operations or financial condition of the Company to differ are discussed under the caption "Forward Looking Statements" in the Company's Form 10-K Annual Report for the year ended December 31, 2021 and in subsequent filings. The Company does not intend to review or revise any particular forward-looking statement in light of future events.*

➢ *Adjusted EBITDA, adjusted EPS, adjusted free cash flow and adjusted net leverage ratio are not defined terms under U.S. generally accepted accounting principles (non-GAAP measures). Non-GAAP measures should not be considered in isolation or as a substitute for net income, cash flow or total debt data prepared in accordance with GAAP and may not be comparable to calculations of similarly titled measures by other companies. Adjusted EBITDA, adjusted EPS, adjusted free cash flow and net debt leverage ratio are derived from the Company's Consolidated Statements of Operations and Cash Flows and Consolidated Balance Sheets, respectively, and reconciliations to non-GAAP measures, including adjusted EBITDA, adjusted EPS, adjusted free cash flow and adjusted net leverage ratio, can be found in the "For Investors" section of the Company's website at www.crowncork.com*

CROWN
Brand-Building Packaging™

Sales By Region*

Asia **15%**

United States & Canada **44%**

Central & South America **17%**

Europe, Middle East & North Africa **24%**

40 countries

By Product*

Transit **22%**

Beverage **67%**

Food & Aerosol **11%**

200 plants

- Commitment to safety and operational excellence

- Approximately 26,000 employees

- Sustainable and infinitely recyclable products. Cans are the world's most recycled beverage package

- Focus on market-leading beverage can platforms in Southeast Asia, Mexico and Turkey; strong presence in North America, Europe and Brazil

- Beverage can growth of 5% over last 5 years vs. industry at 3-4%

- Generate significant cash from operating activities

- Use cash flow from Food and Transit to fund beverage growth and return to shareholders

* Pro forma for divestiture of European Tinplate business

CROWN
Brand-Building Packaging™

- Five-year adjusted EPS CAGR over 16%

- Generated $377 million adjusted free cash flow in 2021 and $3.5 billion from 2016 to 2021

- Global beverage can volume growth of 9% following 4% in 2020 and 4% in 2019

- Invested $1.4 billion in capital projects primarily to support beverage can growth in 2020 and 2021

- Sold European Tinplate Business for $2.7 billion

- Full and final settlement of $3 billion UK Pension Plan

- Initiated dividend in 2021

- Repurchased $950 million shares in 2021

- Announced authorization to repurchase $3.0 billion of Company shares through 2024

- Year-end 2021 net leverage ratio at 3.2x EBITDA

CROWN
Brand-Building Packaging™

- Invest an additional $1.0 billion in capital projects in 2022 primarily to support beverage can growth

- Forecast to grow global beverage can volumes by 8% in 2022

- Repurchase $1.0 billion in Company stock

- Project $1.970 billion in EBITDA in 2022 compared to $1.5 billion in 2020

- Target net leverage ratio remains approximately 3.25x

CROWN
Brand-Building Packaging™

2020 – 2023 GLOBAL BEVERAGE CAN CAPACITY EXPANSION PROJECTS

2020

- New one-line plant in Rio Verde, Brazil
- New one-line plant in Nong Khae, Thailand
- Third line added to Toronto, Canada facility
- Third line added to Nichols, NY facility
- Two lines converted from steel to aluminum can production in Seville, Spain

2021

- New two-line plant in Bowling Green, KY
- New one-line plant in Vung Tau, Vietnam
- Third line added to Olympia, WA facility
- Additional line in Hanoi, Vietnam
- Second line added to recently constructed plant in Rio Verde, Brazil

2022

- New two-line plant in Uberaba, Brazil
- New two-line plant in Martinsville, VA
- Second line added to Monterrey, Mexico facility
- Third line added to Phnom Penh, Cambodia plant.
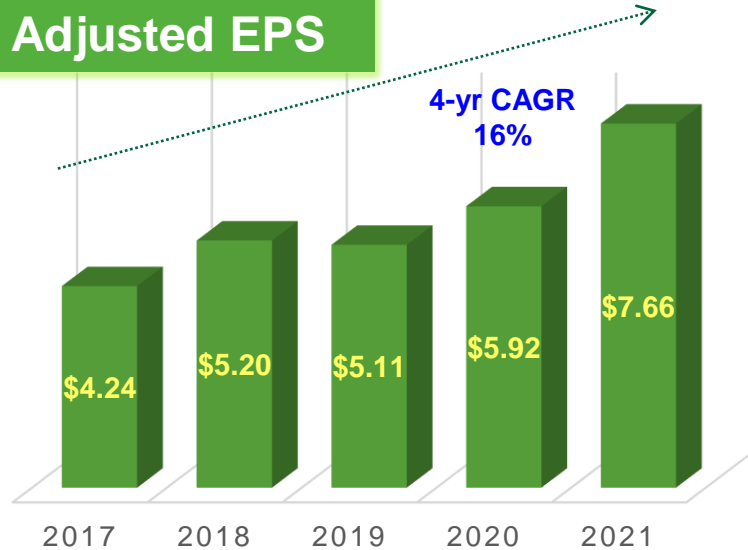
2023

- New two-line plant in Mesquite, NV
- New multi-line plant in Petersborough, United Kingdom
- New high-speed aluminum can line in Agoncillo, Spain

- Five-year volume growth CAGR > 5%
- 25 billion units of beverage can capacity added 2020 – 2023
- Annualized global capacity 100 billion units entering 2023.

CROWN
Brand-Building Packaging™

Adjusted EPS

4-yr CAGR 16%

2017	2018	2019	2020	2021
$4.24	$5.20	$5.11	$5.92	$7.66

EBITDA ($mm)

4-yr CAGR 10%

2018	2019	2020	2021	2022E
$1,282	$1,428	$1,500	$1,782	$1,970

All years have been recast to exclude EBITDA for the European Tinplate business sold in 2021

Q1 Adjusted EPS

2020	**2021**	**2022**
$1.13	$1.83	$2.01

Cash from Operating Activities ($mm)

Strong cash flow

2018	2019	2020	2021	2022E
$1,098	$1,163	$1,315	$1,168	$1,400
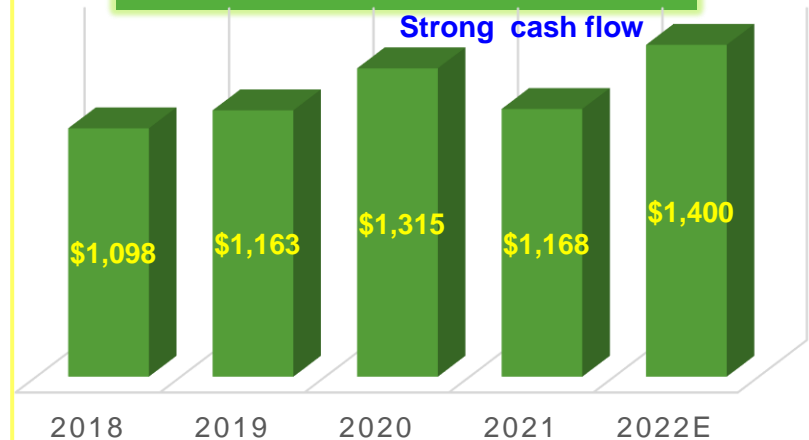
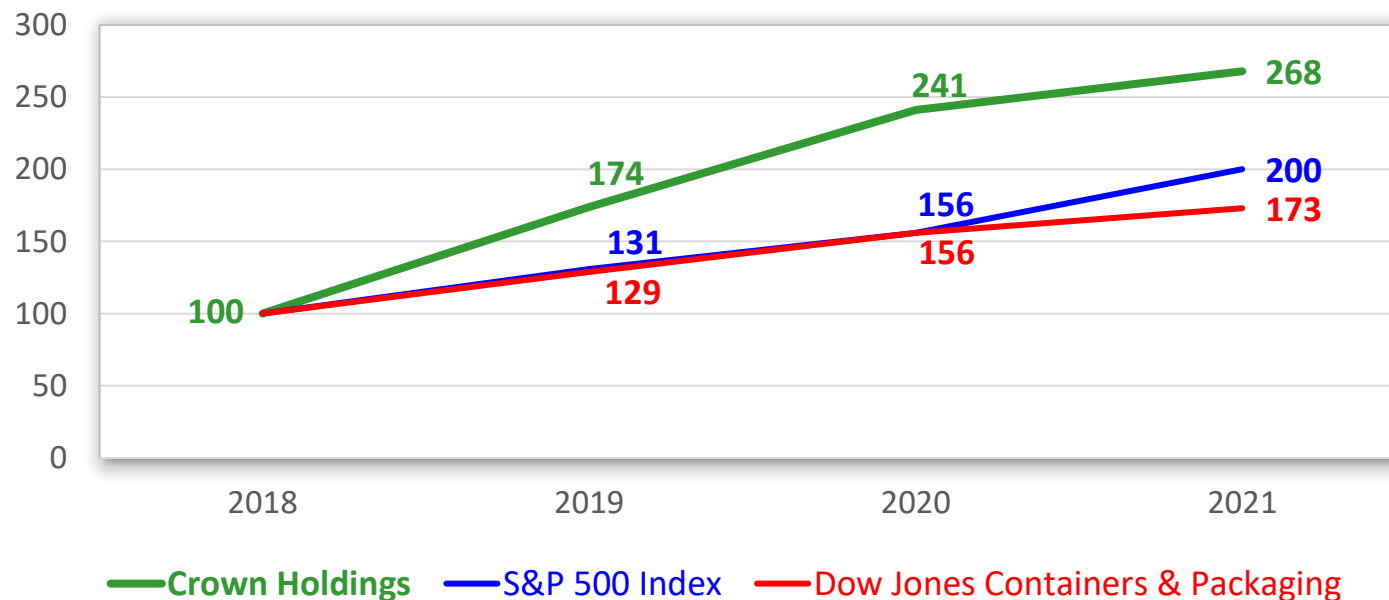*Excludes pension pre-funding and transaction fees 2018-2021. Include operating CF from European Tinplate business sold in 2021.*

CROWN
Brand-Building Packaging™

Crown was top performer in the containers and packaging segment during this time period

Three-Year Cumulative Total Return*

Legend:
- **Crown Holdings** (green)
- **S&P 500 Index** (blue)
- **Dow Jones Containers & Packaging** (red)

Data points:
- 2018: 100
- 2019: Crown 174, S&P 131, Dow 129
- 2020: Crown 241, S&P 156, Dow 156
- 2021: Crown 268, S&P 200, Dow 173

* Assumes that value of investment was $100 on 12/31/18 and that all dividends were reinvested

SUSTAINABILITY

Sustainability

- Aluminum is infinitely recyclable

- Cans contain over 70% recycled material, while supporting food safety

  - Compared to 35% and 5.6% recycled material in glass and plastic bottles, respectively

- Launched **Twenty**by**30** program in 2021

  - Crown's commitment to twenty measurable sustainability goals by 2030

  - Set science-based sustainability targets

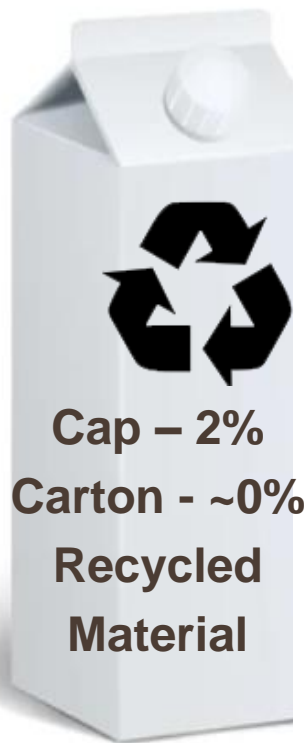- Joined The Climate Pledge, a commitment to be net-zero carbon across operations by 2040

Recent Highlights

A-
CDP Score
CDP

SUSTAINALYTICS
a Morningstar company
ESG
INDUSTRY
TOP RATED
2021

INVESTOR'S BUSINESS DAILY
2021 BEST
ESG
COMPANIES
ENVIRONMENTAL, SOCIAL & GOVERNANCE
#24 OVERALL

WSJ
Crown Holdings

Overall Rank	93
Environment	10
Social Capital	51
	73
Business Model & Innovation	
Human Capital	100

CROWN
Brand-Building Packaging™

Cap – 2% Carton - ~0% Recycled Material

35% Recycled Material

5.6% Recycled Material

>70% Recycled Material

- **The Aluminum Beverage Can is the model of the Circular Economy**
  - The beverage can is the most recycled drinks package in the world
  - Recycling aluminum saves more than 95% of the energy needed to make new aluminum
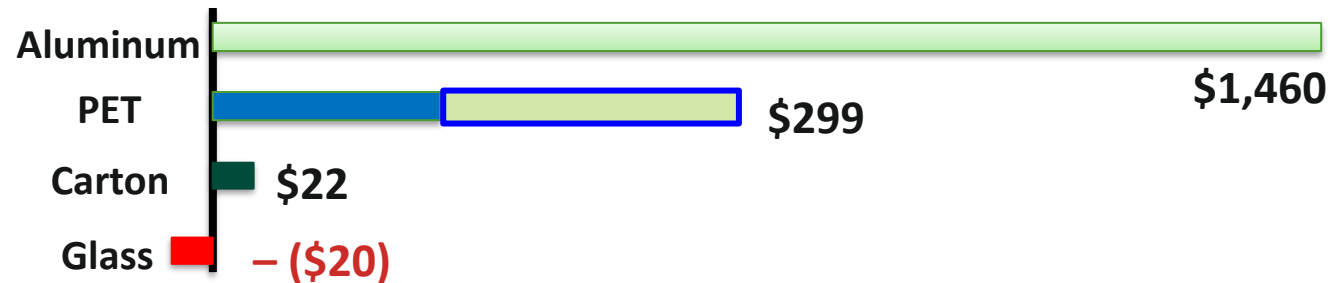 - **Can to can recycling happens in as little as 6-weeks**

Data sources: The Recycling Partnership's 2020 State of Curbside Report; Metal Packaging Europe; Petcore Europe.

CROWN
Brand-Building Packaging™

100% Recyclable

✓ **Infinitely recyclable**

✓ **No recycling impediments**

Value Per Ton of Recyclable Material

- Aluminum — **$1,460**
- PET — **$299**
- Carton — **$22**
- Glass — **– ($20)**

- **Recent surge in rPET**
- **Value~130% vPET price**

METAL ∞ recycles forever ™